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Governor

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Lieutenant Governor

***Commonwealth of Massachusetts***  
**Department of Developmental Services**  
**Office of Diversity, Equal Opportunity, and Civil Rights**  
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Secretary

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Director  
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**Agency Diversity Plan for Fiscal Years 2016 and 2017**  
**Run Dates: October 1, 2015 to September 30, 2017**

**Agency: Department of Developmental Services (DDS)    Secretariat/Department: EOHHS**

**Human Resource Director: Lisa Gallup**

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**Agency Head: Commissioner Elin Howe**

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**Agency Diversity Statement:**

Diversity takes many forms. It is not just a numeric representation; nor an Agency asset or benefit. Far from just enriching or enhancing life for the families and Individuals, we serve and support, it is fundamental to everything we do at the Agency for those we employ.

Diversity is usually thought of in terms of obvious attributes—age differences, race, gender, physical ability, sexual orientation, religion, and language. Diversity in terms of background, professional experience, skills and specializations, values and culture, as well as social class is a prevailing pattern (United Nations, “Managing Diversity in the Civil Service”).

When we recognize, value, and embrace diversity, we are recognizing, valuing, and embracing the uniqueness of employees, families and Individuals we support and employ.

**Agency Diversity Vision:**

DDS envisions:

- ❖ An organizational structure, and environment that respects, supports, serves and values not only the Individuals DDS serves and their families, but also our employees, and those with whom we do business;
- ❖ A work environment where professional growth and employee creativity is encouraged and acknowledged by supervisors and coworkers;

- ❖ A workplace that values all employees by embracing their diverse talents, perspectives, and experiences, and fostering inclusion that inspires innovation, encourages respect and promotes unlimited success;
- ❖ An Agency where all employees recognize that we collaborate to create an environment that reflects, and is sensitive to the differences among us and among the Individuals we serve and support; and,
- ❖ An Agency that is seen as an “Employer of Choice”, by all jobseekers regardless of their race, religion, gender, age, sexual orientation, national origin, veteran status, abilities, or marital or parenting status.

Senior leadership realizes that managing diversity is consistent with the ongoing mission and vision of the agency and will continuously seek ways to cultivate an environment of mutual respect.

**Agency Mission:** The Department of Developmental Services is the state agency entrusted with providing comprehensive services to Commonwealth’s citizens with Intellectual Disabilities that will maximize their quality of life. Our mission is dedicated to creating, in partnership with others, innovative and genuine opportunities for Individuals served by the Agency to participate fully and meaningfully in, and contribute to, their communities as valued members.

**Agency Diversity Goals:**

1. Each region will create or continue specific initiatives to attract and develop a diverse workforce and increase awareness of the changing diversity within the agency.
2. The Agency will increase involvement and collaboration with Self-Advocates in DDS Diversity initiatives, and work toward developing stronger relationships between agency families and Individuals.
3. Increase employee awareness and knowledge on how to support Individuals with visual loss or blindness.

**Goals, Strategies, Purpose and Measures:**

1. **Goal #1** Each region will create or continue to implement specific initiatives to attract and develop a diverse workforce and increase awareness of the changing diversity within the agency.

**Purpose and Strategies:** The Agency, through its Regions, will coordinate events and continue efforts to increase awareness of the changing diversity within the agency, with a focus on initiatives that will attract and develop a diverse workforce within the management positions and the Agency as a whole.

In the spirit of continuous learning, we can always benefit from opportunities to understand more about each other and to increase our cultural competence. In addition to increasing our



understanding of people ethnic groups and countries of origin different from our own, it is important that we cultivate an expanded view of cultural competence to encompass other differences including but not limited to disability, gender identity, gender equity, generational diversity, urban/rural differences, and economic status.<sup>1</sup>

- 1.1 Once the Diversity Plan is finalized, the Commissioner will disseminate it at her senior staff meeting, so that it is distributed to direct reports throughout the Agency staffing chain within three weeks' time.
- 1.2 The Central Office Diversity Committee will coordinate with each Regional Diversity Committee and Human Resources to disseminate the Agency's Diversity Plan to all of the current employees. We will also include the Agency's Diversity Plan in the new hire orientation packets; In addition, advise supervisors and managers of their responsible for ensuring that all staff and Self-Advocates, working within their units or divisions complete all mandatory trainings and orientation.
- 1.3 The Mentoring Program and Urban Youth Collaborative will continue in each region, with at least one cycle per year. 50 Urban Youth and Mentoring Program participants will be recruited by September 1, 2017 and two professional development days annually will be offered to mentoring program alumni. In addition, 20 Urban Youth Collaborative participants will be hired by DDS or provider agency by September 1, 2017
- 1.4 Each Diversity Committee in collaboration with Human Resources and Regional Learning Development Teams, will participate in at least two outreach events of the Diversity Plan cycle, with a focus on educational institutions and community resources (e.g. libraries, community centers) to reach a diverse pool of potential applicants. These events may include but will not necessarily be limited to activities such as career days, job fairs, being guest speakers for classes, and internships.
- 1.5 Each Diversity Committee will host at least one learning event per year designed to enhance cultural competence.

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<sup>1</sup> For the purposes of this plan, "cultural competence" is defined as: "a set of values, behaviors, attitudes, and practices within a system, an organization, a program or among Individuals and which enables them to work effectively cross culturally. Further, it refers to the ability to honor and respect the beliefs, language, interpersonal styles and behaviors of Individuals and families receiving services, as well as staff who are providing such services. Striving to achieve cultural competence is a dynamic, ongoing, developmental process that requires a long-term commitment."

Diana Denboba, Maternal and Child Health Bureau, 1993; taken from the website of the National Center for Cultural Competence <http://www.ncccurricula.info/culturalcompetence.html><sup>1</sup>

- 1.6 The Diversity Office and the Central Office Diversity Committee will collaborate to create and disseminate a Guidance on Gender Equity and Gender Identity that provides basic information.
- 1.7 Each Diversity Committee and Regional Learning & Development Teams will provide, coordinate, and offer training to supervisors; on managing a diverse team to construct the day-to-day operation for an inclusive and working relationship of a diverse team.

**Measures:**

**There will be documentation of the occurrence of the following:**

- Development of a Team building Training;
- Dissemination of Guidance on Gender Equity and Gender expression;
- The requirement of dissemination of Agency Diversity Plan at employee orientation; and,
- Agency wide participation in eight events within the FY'15-17 Diversity Plan timeframe.

**Coordination Responsibility:**

- Regional learning Events – Each Diversity Committees, and the Regional Learning & Development Offices
- Statewide learning Events—Regional Diversity Committees
- Training Curriculum-- Each Diversity Committees, Regional Learning & Development, and Offices of Diversity

**Goal #2    Increase involvement of and collaboration with all Self-Advocates in DDS Diversity initiatives**

**Purpose and Strategies:** Self-advocates and members of DDS diversity committees agree that there is room to grow in our collaborative efforts. Potential growth areas include: increasing communication and information sharing, enhancing efforts to conduct meetings in ways that are accessible to all participants, and partnering for events and projects.

- 2.1 Each Diversity Committee will collaborate with local Self-Advocacy groups, on one or more diversity-related event or project per year. This partnership will include jointly identifying, planning, and carrying out the event or project.
- 2.2 Each Diversity Committee will hold two meetings, with MASS/Local Self-Advocacy groups to increase communication and information sharing.
- 2.3 Each Diversity Committee will review with Self-Advocates, how meetings are conducted; in order to ensure that they are meaningful and understandable to all members. Committees will make modifications (e.g. agenda, pacing, language) to ensure that all parties receive the optimal benefit of attendance at the Diversity meeting



- 2.4 Family focused curriculum training will be offered to providers within each Region. The curriculum involves proactive approaches with families and Individuals including skills for understanding cultural differences and responding to conflicting situations.
- 2.5 Each Region Diversity Committee to meet with at least two service providers, during the FY'15-17 Diversity Plan timeframe, to identify creative approaches that foster understanding and connection, and facilitate better communication between families, staff, and Self-Advocates.

**Measures:**

**There will be documentation of the occurrence of the following:**

- An Agency total of eight diversity events held with self-advocates and employees for the FY'15-17 Diversity Plan timeframe;
- Diversity Committee Representatives will have met with their diversity members who are self-advocates to enhance their participation in Diversity Committee Council meetings;
- Meet with at least two service providers, during the FY'15-17 Diversity Plan timeframe to identify approaches to foster and facilitate better communication between family and Self-Advocates;

**Coordination Responsibility:**

- Regional and Central Office Diversity Committee in collaboration with Self-Advocates; and,
- Central Office and Regional Learning & Development Office.

**Goal # 3 Increase employee awareness and knowledge on how to support Individuals with visual loss or blindness**

**Purpose and Strategies:**

Electronic technologies, including computers, IPADS, cell phones, Internet, and electronic organizers, hold great promise for all Individuals served by the Agency.

- Each Region will participate in or sponsor two educational opportunities that focus on meeting the needs of Individuals who have vision loss or blindness.
- Access the need for Electronic Technologies for Individuals with vision loss or blindness.

**Measures:**

**There will be documentation of the occurrence of the following:**

- And Agency total of eight events participated in or sponsored events.
- A Survey analysis on how Assistive Technology is being used by the Individuals we serve.

**Coordination responsibility:**

- Regional Diversity Committees,
- Central Office; and,
- Regional Learning & Development Offices

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## MANDATORY DIVERSITY TRAINING

In accordance with *Section 10 of Executive Order 526 on Mandatory Diversity Training*, I have reviewed the status of staff myself included, with regards to diversity awareness training. During the previous plan cycles, we have trained 151 Managers, 2953 Employees on the Commonwealth's Diversity Curriculum. Our FY 15 training plan, an Excel Spreadsheet, is attached for your review and comment.

## INTRA-AGENCY GOALS COMMUNICATION PLAN

The above goals will be communicated to the Diversity Officer, Human Resources Director and Senior Managers within one week of approval of this plan by HRD. We agree in principal to work together to achieve the goals of the agency.

The above goals will be communicated to all agency managers and addressed in their *ACES forms* within one month of approval of this plan by HRD.

The above goals will be communicated (via circulation or posting of the goals or through an all staff meeting) to each agency employee by 10/30/2015.

To facilitate the attainment of diversity, I have reviewed and ensured the implementation of the following policies within my agency:

- Executive Order 526 on Affirmative Action, Equal Employment Opportunity and Diversity.
- Family Friendly policies and benefits as issued by HRD, through the Red Book and collective Bargaining contracts
- Alternative Work Options as issued by HRD on January 27, 2000 and August 1, 2000 and related materials as updated in May 2007.
- Executive Order 524 on Supplier Diversity Programs issued on September 15, 2010.
- The Commonwealth's Sexual Harassment Policy issued by HRD on July 23, 1997, updated on April 21, 2005 and related training.
- The Commonwealth's Domestic Violence and Sexual Assault Policy issued October 1, 2007.

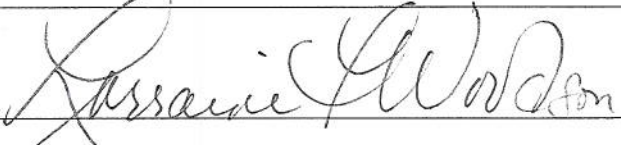
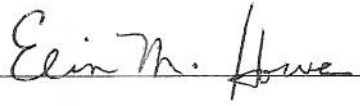



EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

DEPARTMENT OF DEVELOPMENTAL SERVICES

DIVERSITY PLAN

FISCAL YEARS 2016 TO 2017

OCTOBER 1, 2015 TO SEPTEMBER 30, 2017

X 	X 9/28/2015
Diversity Officer	Date
X 	X
Agency Head	Date 9/29/15
X 	X 10/5/15
Secretariat Diversity officer	Date
X 	X 10.08.15
Cabinet Secretary	Date
X 	X 10/19/2015
State Director, Office of Diversity & Equal Opportunity	Date